

移动商业时代的思维革命

互联网思维 独孤九剑

赵大伟◎主编

和君集团董事长 王明夫
新东方教育科技集团董事长 俞敏洪
鼎力推荐！

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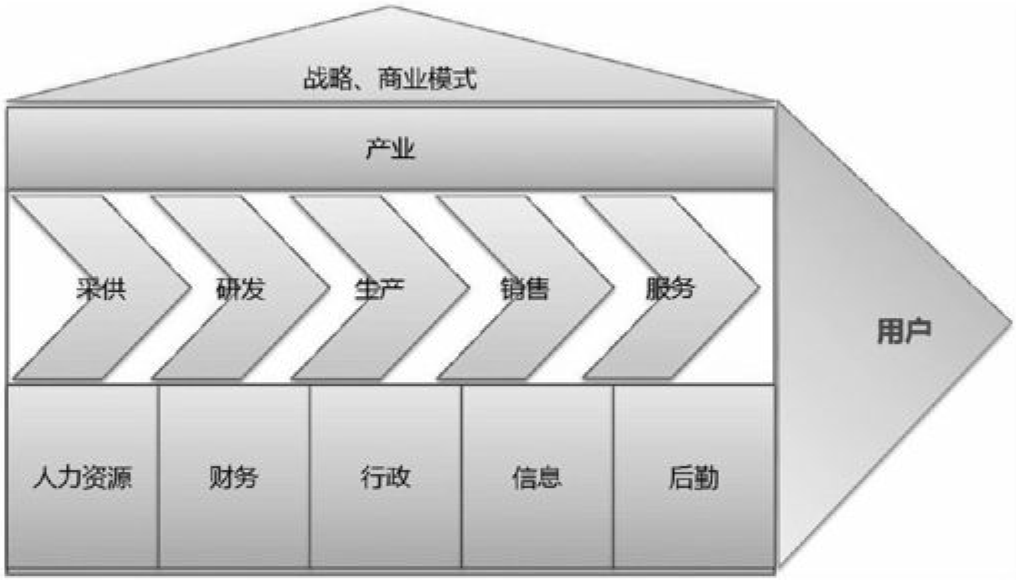
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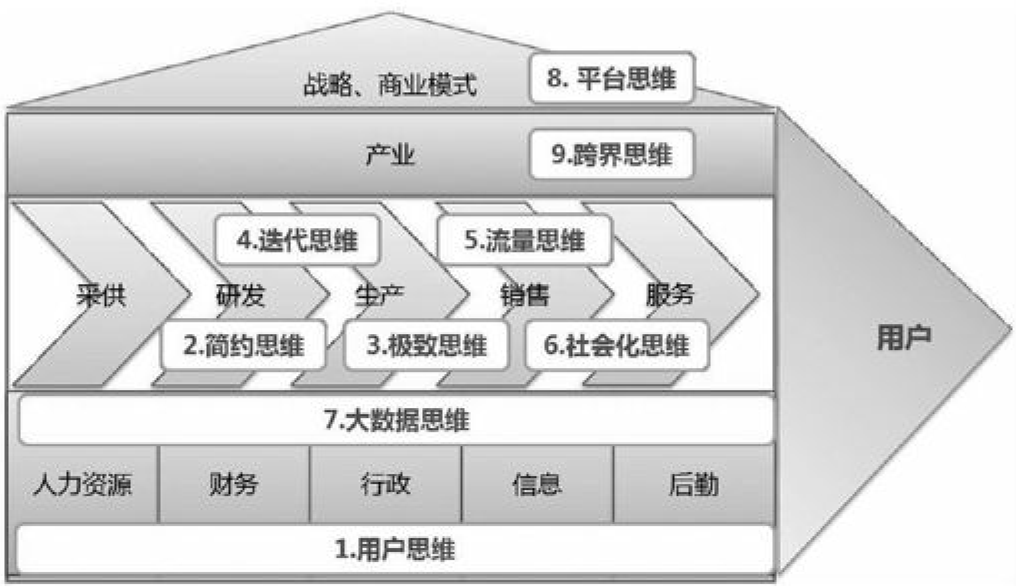
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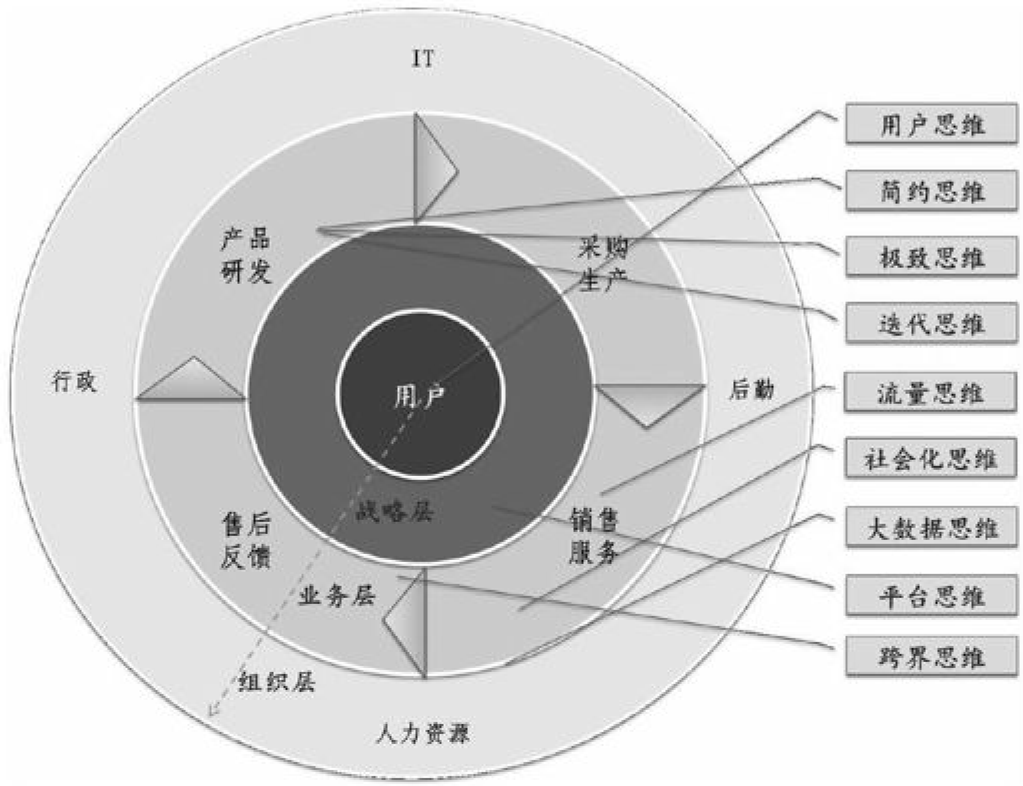
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战略、商业模式
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4.迭代思维
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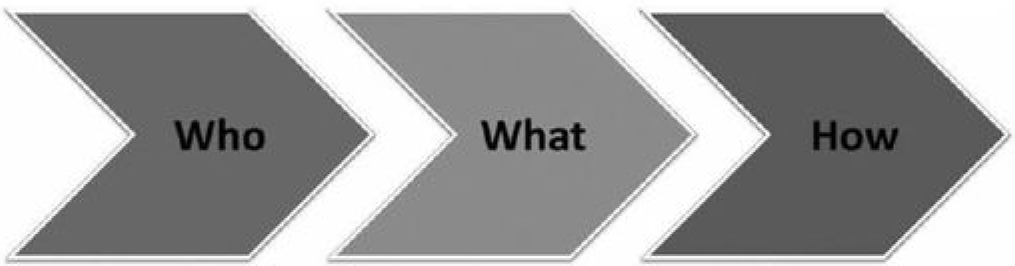
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海立方
首页
发现项目
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发起
创客空间
想法变成现实的地方！
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提交我的创意

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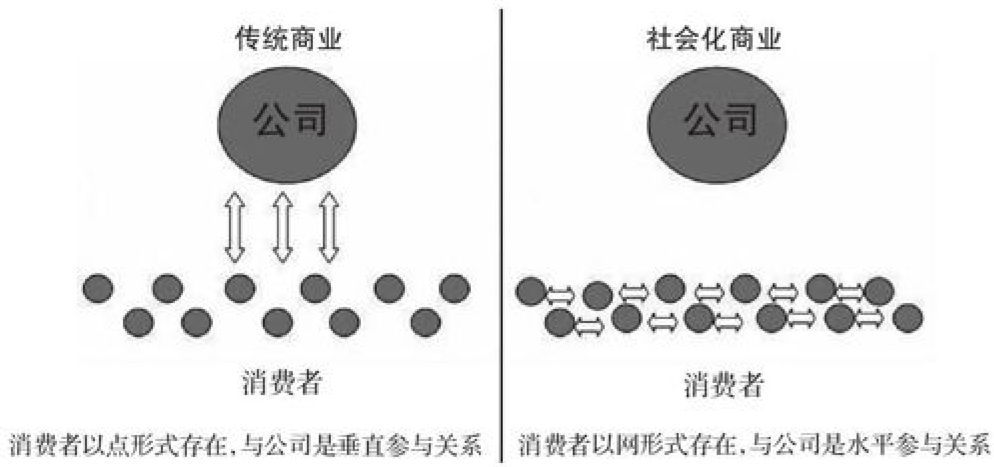
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BEFORE
NOW
知道 Awareness
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忠实 Loyalty
忠实客户传播 Loyalty
扩散知名度 Awareness
更多客户购买 Purchase
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● [illegible]Value[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]IBM[illegible]Facebook[illegible]

2008[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

2012[illegible]3[illegible]22[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

2013[illegible]11[illegible]19[illegible]58[illegible]11[illegible]

[illegible]

[illegible]MPP[illegible]

[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

“[illegible]”[illegible]

[illegible]“4V”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]1948[illegible]“[illegible]”[illegible]……[illegible]“[illegible]”[illegible]“[illegible]”“[illegible]”“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]

[illegible]

2013[illegible]7[illegible]“[illegible]”

[illegible]

[illegible]“[illegible]”

[illegible]

[illegible]——[illegible]“[illegible]”[illegible]

[illegible]“[illegible]DNA[illegible]‘the power of low end’”[illegible]

[illegible]“[illegible]”[illegible]DNA[illegible]

[illegible]IT[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]

[illegible]2012[illegible]“[illegible]”[illegible]100PB[illegible]“[illegible]”[illegible]2004[illegible]“[illegible]”[illegible]

[illegible]2[illegible] [illegible]15——[illegible]

[illegible]·[illegible]-[illegible]

[illegible]·[illegible]-[illegible]①[illegible]②[illegible]③[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]

[illegible]21[illegible]

[illegible]Github[illegible]CSDN[illegible]“[illegible]”[illegible]

[illegible]2013[illegible]12[illegible]“[illegible]anticipatory shipping[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]

[illegible]

[illegible] IT [illegible]

[illegible]

[illegible] IT [illegible] IT [illegible]

[illegible]

[illegible] BAT [illegible]

[illegible]3[illegible] [illegible]16——[illegible]

[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]RFID[illegible]

[illegible]

“[illegible]IT[illegible]”[illegible]

[illegible]14[illegible]4008-111-111[illegible]10[illegible]12[illegible]

[illegible]2000[illegible]5000[illegible]

[illegible]

[illegible]·[illegible]“[illegible]”[illegible]65%[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

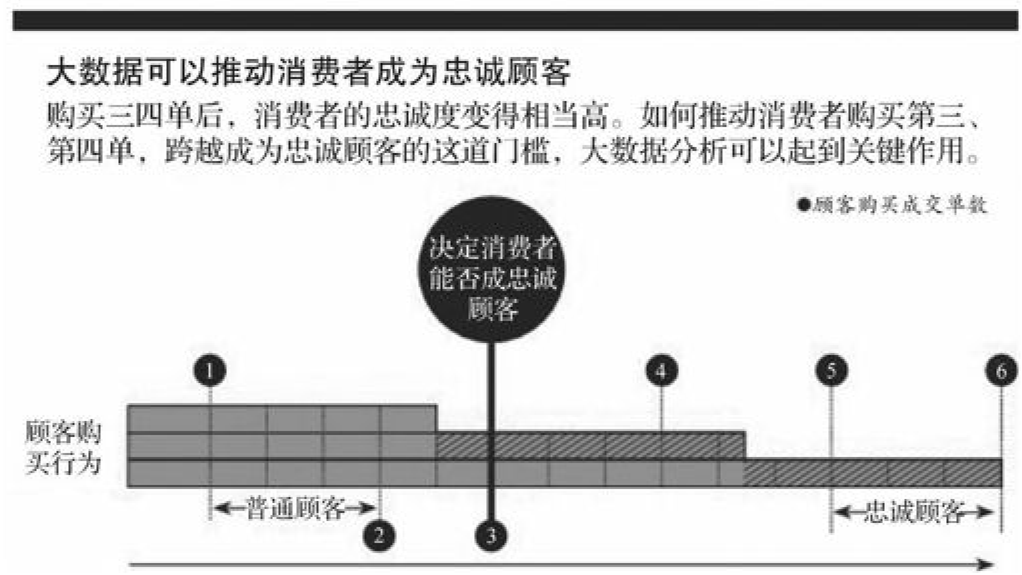
[illegible]“[illegible]”[illegible]“[illegible]”[illegible]5[illegible]“[illegible]”[illegible]

[illegible]Google[illegible]Facebook[illegible]

[illegible]1[illegible]1[illegible]

[illegible]Wi-Fi[illegible]Wi-Fi[illegible]

[illegible]
[illegible]



大数据可以推动消费者成为忠诚顾客
购买三四单后，消费者的忠诚度变得相当高。如何推动消费者购买第三、第四单，跨越成为忠诚顾客的这道门槛，大数据分析可以起到关键作用。
●顾客购买成交单数
决定消费者能否成忠诚顾客
1
2
3
4
5
6
顾客购买行为
普通顾客
忠诚顾客

7-1

[illegible]1[illegible]

[illegible]1[illegible]——[illegible]1[illegible]1[illegible]1[illegible]16.7[illegible]80[illegible]

[illegible]1[illegible]“[illegible]”[illegible]1[illegible]

[illegible]1[illegible]1[illegible]1[illegible]

1[illegible]

[illegible]2013[illegible]……[illegible]2010[illegible]5[illegible]2011[illegible]10[illegible]2012[illegible]14[illegible]2013[illegible]21[illegible]50%[illegible]2100[illegible]45%[illegible]

[illegible]

[illegible]2012[illegible]200[illegible]Wi-Fi[illegible]3[illegible]POS[illegible]CRM[illegible]

[illegible]700[illegible]92%[illegible]

[illegible]4[illegible]4[illegible]iPad[illegible]

[illegible]2013[illegible]9[illegible]19[illegible]3[illegible]1500[illegible]

[illegible]100[illegible]TOP100[illegible]VIP[illegible]

[illegible]142%[illegible]46.9%[illegible]142.2%[illegible]45.3%[illegible]12[illegible]73%[illegible]2000[illegible]50%[illegible]1715[illegible]

[illegible]100[illegible]50[illegible]50[illegible]

[illegible]

[illegible]

[illegible]IT[illegible]

[illegible]

[illegible]Netflix[illegible]50[illegible]17770[illegible]100[illegible]Netflix[illegible]10%[illegible]Kaggle[illegible]

[illegible]——[illegible]

[illegible]

[illegible]“[illegible]”[illegible]

[illegible]2013[illegible]Coursera[illegible]30[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

[illegible]“[illegible]”[illegible]88[illegible]88[illegible]88[illegible]“[illegible]”[illegible]——[illegible]……[illegible]

[illegible]……[illegible]“[illegible]”[illegible]

[illegible]1[illegible] [illegible]

“[illegible]”

[illegible]2013[illegible]12[illegible]2014[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]……[illegible]500[illegible]100[illegible]60%[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

1.[illegible]

[illegible]

[illegible]

[illegible]

[illegible]Mac OS[illegible]Android[illegible]symbian[illegible]Windows Mobile[illegible]WM[illegible]

2.[illegible]

[illegible]

[illegible]1[illegible]Facebook[illegible]

[illegible]2[illegible]

3.[illegible]

[illegible]

[illegible]

[illegible]“[illegible]”[illegible]+[illegible]

4.[illegible]

[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

5.[illegible]

[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]2[illegible] [illegible]17——[illegible]

[illegible]

[illegible]BAT[illegible]360[illegible]

[illegible]

[illegible]B2B[illegible]

[illegible]“[illegible]+[illegible]+[illegible]”[illegible]“[illegible]”[illegible]

[illegible]

“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]——[illegible]

[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“××[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“IBM”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“Linux”[illegible]“Android”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“Google”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

[illegible]

[illegible]1984[illegible]“[illegible]”[illegible]“OEC”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

2013[illegible]12[illegible]6[illegible]

[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]

[illegible]

1.[illegible]

[illegible]8-1[illegible]

[illegible]8-1　[illegible]

步骤	百度	阿里巴巴	腾讯
第一步：找到价值点，实现立足	2000 年 1 月创立，以自身的核心技术“超链分析”为基础，建立了搜索服务 2001 年 8 月之前，为新浪、搜狐、TOM 等各大中文网站提供搜索服务 2001 年 8 月，从后台服务转向独立提供搜索服务，在中国首创竞价排名商业模式 2001 年 10 月，正式发布 Baidu 搜索引擎。标志着百度建立了以搜索服务为核心，以竞价商家为付费方，以免费搜索信息的用户为被补贴方的平台	1998 年 12 月，阿里巴巴 B2B 网上贸易平台上线，让中小企业通过互联网寻求潜在贸易伙伴，并且彼此沟通和达成交易 阿里巴巴在线，整合了众多中小企业价值链中营销的关键环节，形成了一个更高效的供给与需求信息沟通的网络信息平台	1998 年 11 月，腾讯公司成立。当时公司的业务是拓展无线网络寻呼系统，为寻呼台建立网上寻呼系统 1999 年 2 月，腾讯公司正式推出第一个即时通信软件——OICQ，后改名为 QQ 腾讯 QQ 作为一种即时通信软件，搭建了一个网上个人对个人的免费即时信息交流平台

2.[illegible]

[illegible]8-2[illegible]

[illegible]8-2　[illegible]

步骤	百度	阿里巴巴	腾讯
第二步：建立核心优势，扩展平台	2002 年 6 月，正式推出 IE 搜索伴侣 2002 年 12 月，康佳、联想、可口可乐等知名企业成为百度竞价排名客户 2003 年 2 月，推出常用搜索功能，方便用户使用 2003 年 6 月，推出中文搜索风云榜 2003 年 7 月，推出新闻和图片两大技术化搜索引擎 2003 年 12 月，陆续推出地区搜索、"贴吧"等划时代功能，搜索引擎步入社区化时代；同时发布的还有高级搜索、时间搜索、新闻提醒三个功能 基于搜索平台的多重核心优势，百度无论在用户规模的扩张上、搜索功能的扩张上、还是合作伙伴的扩张上都实现了快速发展，实现了平台的更大价值	阿里巴巴在 1999 年成立之初，通过免费方式吸引第一批用户，并坚持免费三年 2000 年 10 月，公司为更好促进中国卖家进行出口贸易，推出"中国供应商"服务 同年，阿里巴巴举办首届西湖论剑活动，聚集了商人、政府官员和行业领袖，讨论所有相关者共同合作进一步发展互联网行业和电子商务的方法 2001 年 6 月，公司为更好地服务国际卖家，推出国际站"诚信通"会员。年底，阿里巴巴成为全球首个会员数过百万的 B2B 网站 阿里巴巴正是基于不断优化的平台系统、品牌影响力和强大营销管理系统，使平台会员数量不断壮大，最终在突破临界点后，实现了平台的价值	2001 年 2 月，腾讯 QQ 同时在线用户成功突破 100 万大关，注册用户数已增至 5 000 万 2002 年 3 月，QQ 注册用户数突破 1 亿大关 2002 年 10 ~ 12 月，首届"Q 人类 Q 生活"QQ 之星选拔赛的成功举办，进一步将 QQ 形象融入现代年轻人的生活当中 腾讯 QQ 的发展不仅源于免费的服务，还有简约的用户界面带来的用户使用习惯的养成，同时又引发了用户间的口碑传播，加之腾讯公司通过各种活动推波助澜，最终形成了品牌优势 有如此巨大的用户数，腾讯 QQ 的广告价值突显，盈利自不必说，也为腾讯平台的多元化扩张奠定了坚实基础

3.[illegible]

[illegible]8-3[illegible]

图8-3 [illegible]

步骤	百度	阿里巴巴	腾讯
第三步：衍生更多服务，构建生态圈	2004 年 8 月，收购好 123 网址之家 2004 年 9 月，推出文档搜索功能 2005 年 2 月，发布支持中英文的硬盘搜索工具 2005 年 6 月，推出名为“百度知道”的网上问答服务 2005 年 11 月，百度百科正式版上线 2006 年 7 月，正式发布新产品“百度空间” 2006 年 11 月，推出新产品“搜藏” 2007 年 7 月，滚石唱片与百度今天联合宣布，双方达成全面战略合作 2007 年 9 月，游戏频道上线 2008 年 1 月，百度娱乐正式上线 2008 年 2 月，兼具免费病毒查杀、系统安全检测、系统漏洞修复、恶	2003 年 5 月，成立淘宝网。业务跨越 C2C 和 B2C 两大部分 2004 年 12 月，支付宝独立出来，作为独立支付平台，向用户提供付款、提现、收款、转账、担保交易、生活缴费、理财产品等基本服务，相当于“电子钱包”的功能 2008 年 4 月，创立天猫，是中国领先的平台式 B2C 购物网站，于 2011 年 6 月独立运营 2010 年 3 月，上线聚划算，作为淘宝网旗下的团购平台，主推网络商品团购。 一淘网，是淘宝网推出的一个全新的服务体验，为的是解决用户购前和购后遇到的种种问题，能够为用户提供购	2003 年 8 月，推出“QQ 游戏”再度引领互联网娱乐体验 2003 年 9 月，QQ 用户注册数升到 2 亿。9 月同时推出企业级实时通信产品“腾讯通”（RTX） 2004 年 10 月，腾讯网被评为中国“市值最大 5 佳网站”之一，已经跻身中国的强势门户，成为中国最具影响力的门户网站之一 2006 年 11 月，推出超级旋风 2006 年 12 月，推出 QQ 医生。QQ 医生是腾讯公司开发的一款免费安全软件。2007 年 7 月，推出 QQ 日历 2007 年 11 月，推出 QQ 拼音输入法 2008 年腾讯用户达 4.3 亿

（续）

步骤	百度	阿里巴巴	腾讯
	意软件清理等多项功能的百度安全中心正式上线 2009年12月，百度全面启用搜索营销专业版（即凤巢系统） 2010年1月，百度首页改版新增“地图”、“百科”链接 2010年9月，百度输入法正式上线发布 2011年4月，百度旅游正式上线 2011年6月，百度音乐正式上线	买决策，方便其更快找到物美价廉的商品 2010年4月，创立全球速卖通，是全球领先的消费者电子商务平台之一，集结不同的小企业卖家提供多种价格实惠的产品。 通过各种业务的逐步建立，阿里巴巴已经发展成为集国内和国际B2B电子商务、B2C电子商务、C2C电子商务、电子商务支付系统、电子商务比价系统、商品信息搜索、团购等多种围绕电子商务平台建立起来的多元化的平台生态圈	2011年1月，推出一个为智能手机提供即时通讯服务的免费应用程序：微信。很快微信成为腾讯公司又一大十分具有影响力的产品 腾讯的媒体平台包括：腾讯网、QQ弹窗微门户、微信公众平台、腾讯微博、QZone、QQ邮箱、微信新闻插件、腾讯新闻客户端。涵盖了新闻门户、BBS、邮箱、微博、社交、手机阅读等全部媒体形态

3

QQ 20.44 6.5 QQ 2.74
Qzone6.26 2.2 1.5 305

4.

8-4

8-4

步骤	百度	阿里巴巴	腾讯
第四步：平台战略升级，巩固生态圈	2012年3月，正式发布百度云战略。推出百度开发者中心并建立开发服务、运营服务、渠道推广以及变现四大服务体系 同时，还发布了个人云存储、移动云测试中心等面向开发者的一系列新产品与服务 2012年9月，正式推出个人云服务，满足用户工作生活各类需求 2012年10月，成立LBS事业部，全面负责百度地图PC和移动互联网端的技术研发、产品升级、商业拓展等相关业务 2013年7月，和英特尔联合建立移动测试中心，为广大的移动开发者提供完全免费的移动应用测试和移植服务 2013年8月，收购91无线网络有限公司100%股权	2004年，阿里研发中心成立 2007年，阿里巴巴软件公司在上海注册成立，进军企业商务软件领域 2009年9月，阿里巴巴集团宣布成立“阿里云”，目标是打造以数据为中心的先进云计算服务平台 2012年3月，阿里云新一代手机工程机对外曝光 2012年8月，阿里资本投资4 000万美元于陌陌，B轮融资估值2亿美元 2013年1月，除支付宝、阿里金融、阿里云等业务外，整个集团被拆分为25个事业部 2013年4月，战略投资新浪微博 2013年11月，抽调集团内各领域优秀员工	2010年8月，完全收购Discuz 2011年1月，推出微信。很快微信成为腾讯公司又一大十分具有影响力的产品 2011年1月，收购同程网30%股权 2011年5月，收购16%艺龙股权 2011年6月，投资柯兰钻石 2011年7月，收购金山软件15.68%股权 2012年5月，完成控股易讯 2012年5月，战略投资买卖宝科技 2012年8月，合资成立众安保险公司 2013年9月，战略投资搜狗。腾讯在中国互联网领域就拥有了最优质的IM工具、游戏、媒体、垂直电商、社交网络

（续）

步骤	百度	阿里巴巴	腾讯
第四步：平台战略升级，巩固生态圈	2013年5月，收购PPS视频业务，并将PPS视频业务与爱奇艺进行合并，PPS将作为爱奇艺的子品牌运营	支持无线事业部的发展。发力“来往”、“微淘”等产品 2010年6月，阿里巴巴小额贷款公司宣告成立 2012年9月，成立众安在线财产保险公司 2013年5月，推出菜鸟网络	2012年5月，为顺应用户需求以及推动业务发展，进行组织架构调整

[illegible]1[illegible]

[illegible]LBS[illegible]APP[illegible]

[illegible]

[illegible]2[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]3[illegible]

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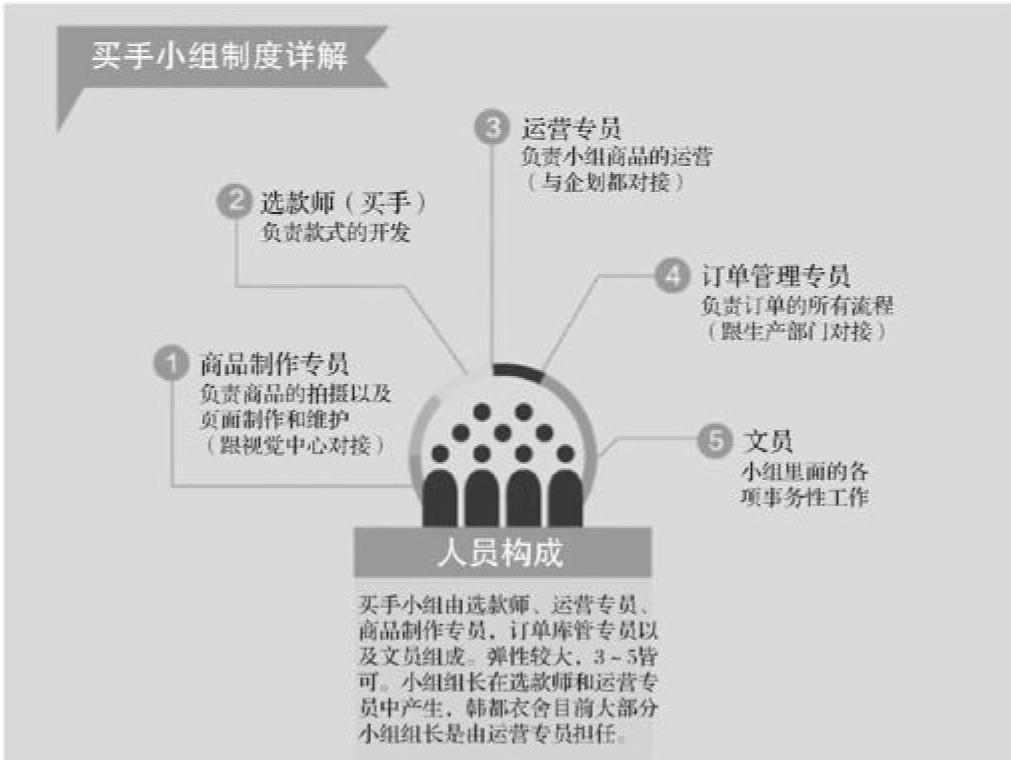
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[illegible]ZARA[illegible]3[illegible]5[illegible]2[illegible]5[illegible]70%[illegible]


买手小组制度详解
1 商品制作专员
负责商品的拍摄以及
页面制作和维护
（跟视觉中心对接）
2 选款师（买手）
负责款式的开发
3 运营专员
负责小组商品的运营
（与企划都对接）
4 订单管理专员
负责订单的所有流程
（跟生产部门对接）
5 文员
小组里面的各
项事务性工作
人员构成
买手小组由选款师、运营专员、商品制作专员，订单库管专员以及文员组成。弹性较大，3～5皆可。小组组长在选款师和运营专员中产生，韩都衣舍目前大部分小组组长是由运营专员担任。

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[illegible]“[illegible]”[illegible]90[illegible]CEO[illegible]CEO[illegible]

[illegible]400%[illegible]

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